

## GSA ORDER

SUBJECT: Recruitment, Relocation and Retention Incentives

1. Purpose. This order issues and transmits GSA policy governing the use of the Recruitment, Relocation and Retention Incentives (3Rs).

2. Background. GSA Administrator memorandum dated April 15, 2012, required that all requests to offer Recruitment, Relocation and Retention Incentives to employees and candidates for employment receive the joint approval of the Chief Human Capital Officer (CHCO) and Chief Financial Officer (CFO). This directive implements the revised delegation of authority, in addition to making revisions noted below.

3. Scope and applicability.

a. The authority applies to all GS employees who are newly entering into federal services, relocating to a federal position outside of the commuting area, or likely to leave federal employment for a position outside the federal government. Limited exceptions to this directive are provided in 5 CFR 575, Subpart A, B, C.

b. The Office of Inspector General (OIG) has independent personnel authority. See Section 6 of the Inspector General Act of 1978, (5 U.S.C. App. 3), as amended (Inspector General is authorized "to select, appoint, and employ, such officers and employees as may be necessary for carrying out the functions, powers, and duties of the Office of Inspector General") and GSA Order ADM P 5450.39D GSA Delegations of Authority Manual (Delegations Manual), Chapter 2, Part 1 ("the Inspector General has independent authority to formulate policies and make determinations concerning human capital issues within the [OIG] and GSA determinations/delegations do not limit that authority). Similarly, GSA specifically recognizes that the Inspector General has independent authority to formulate policies and make determinations concerning training, employee development, and career management.

4. Cancellation.

a. Chapter 8 of [CPO P 9550.1, GSA's Pay Administration and Position Classification Handbook](#), dated June 8, 2010.

b. [CPO IL-12-02, Recruitment, Relocation and Retention Incentives](#), May 10, 2012.

5. Nature of revision.

a. Revises definition of "Approving Official;"

b. Revises par. 3 to update responsibilities;

- c. Par. 8.d. is deleted and 8.e. is re-numbered as 8.d.; and
  - d. Adds to the GSA directive and the service agreement the requirement that the recipient of a relocation incentive must maintain a residence in the new geographic location for the duration of a service agreement.
  - e. Adds appendix D, Incentive Decision Logic table.
6. Implementation under this issuance must be carried out in accordance with applicable laws, regulations, and bargaining agreements.
7. Signature.

/S/ \_\_\_\_\_  
ANTONIA T. HARRIS  
Chief Human Capital Officer  
Office of Human Resources Management

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1. Introduction. This order provides policy for requesting and authorizing a recruitment, relocation, and retention incentive (3Rs). The 3Rs incentives are used in strategically addressing human capital needs while building and maintaining a high-performing workforce with essential skill and competencies. The use of the 3Rs incentives should be limited to recruiting and retaining highly qualified candidates who would otherwise seek employment outside of the Federal Government for similar positions in the private, non-profit, and academic sectors.

2. References.

- Title 5 United States Code, section 5753
- Title 5 United States Code, section 5754
- Title 5 United States Code, section 5514
- Title 5 United States Code, section 5584
- Title 5, Code of Federal Regulations (CFR), Part 575, Subpart A, B ,C
- Title 5 Code of Federal Regulations (CFR), Part 550, subpart k

3. Coverage and exclusions.

a. The following types of employees are eligible to receive a recruitment, relocation, or retention incentives:

- (1) General Schedule (GS);
- (2) Senior Level (SL) or Scientific and Professional (ST);
- (3) Senior Executive Schedule (SES);
- (4) Employees in prevailing rate positions (WG, WL, WS); and

(5) Any other position in a category for which payment of an incentive has been approved by OPM.

c. The following types of employees are excluded from receiving recruitment, relocation, or retention incentives:

- (1) Presidential appointees;
- (2) Non-career SES; and

(3) Those in positions excepted from the competitive service due to its confidential, policy-determining, policy-making, or policy-advocating character.

4. Definitions.

a. Recruitment incentive. Recruitment incentives may be paid to an employee who is newly appointed to the Federal Government if the agency has determined that the position is likely to be difficult to fill in the absence of an incentive. "Newly appointed" refers to the first appointment (regardless of tenure) as an employee of the Federal Government, or an appointment following

a break in service of at least 90 days from a previous appointment as an employee of the Federal Government.

b. Relocation incentive. A relocation incentive may be paid to a current employee who must relocate to accept a position in a different geographic area if the agency determines that the position is likely to be difficult to fill in the absence of an incentive. A relocation incentive may be paid only when the employee's rating of record under an official performance appraisal or evaluation system is at least "Fully Successful" or its equivalent.

c. Retention incentive. A retention incentive may be paid to a current employee if:

(1) The agency determines that the unusually high or unique qualifications of the employee or a special need of the agency for the employee's services makes it essential to retain the employee and the employee would be likely to leave the Federal service in the absence of a retention incentive; or

(2) Given the agency's mission requirements and the employee's competencies, the agency has a special need for the employee's services that makes it essential to retain the employee in his or her current position during a period of time before the closure or relocation of the employee's office, facility, activity, or organization; and the employee would be likely to leave for a different position in the Federal service in the absence of a retention incentive.

GSA may pay a retention incentive to a group or category of current employees if the agency determines that the unusually high or unique qualifications of the employees or a special need of the agency for the employees' services makes it essential to retain the employees in the group and that there is a high risk that a significant number of employees in the targeted group would be likely to leave the Federal service in the absence of a retention incentive. The target positions are outlined in the OHRM Recruitment plan.

d. Recommending official. Supervisor or manager who initiates a request for payment of a 3Rs incentive. The recommending official must be an official designated as a supervisor who is at a higher level than the employee receiving the incentive.

e. Reviewing official. Management official who serves as the Head of Services and Staff Offices (HSSO) and Regional Administrator (RA) that is responsible for funds control within an organizational. This individual has the authority for committing funds for the Recommending Official's organization.

f. Approving official. Management official who serves as the Head of Services and Staff Office (HSSO) who has delegated authority to approve payment of all allowances and incentives. The Chief Human Capital Officer (CHCO) and the Chief Financial Officer (CFO) have delegated authority from the Administrator and serve as the approving officials for all 3Rs incentives.

g. Aggregate limit on pay. A limit pursuant to 5 U.S.C. section 5307 on the total amount of allowances, differentials, bonuses, awards, or other similar payments an employee may receive in a calendar year, when combined with the employee's basic pay.

5. Responsibilities.

a. Office of Human Resources Management.

(1) Reviews package to ensure the justification and documentation support use of the incentive and the request is in compliance. Consults with requesting organization, as necessary, to request additional information or documentation.

(2) Submits package for final approval or disapproval to the Chief Human Capital Officer.

(3) Coordinates with OCFO for review and final action to approve or disapprove the request;

(4) Requests a waiver of the payment limitation from the Office of Personnel Management (OPM) when the request exceeds 25% of an individual's rate of basic pay or 10% when authorized for a group or category of employees

(5) Prepares and submits reports to outside oversight agencies (OPM upon request).

b. Office of the Chief Financial Officer. Reviews and provides final action to approve or disapprove the request.

6. General provisions.

a. Recruitment Incentives- Authorized for a newly appointed employee if the agency has determined that the position is likely to be difficult to fill in the absence of an incentive.

b. Retention Incentives-Authorized for current Agency employee if the agency has determined that the employee is likely to leave for a position outside of federal service.

(1) Retention Incentives may be authorized for employees that are likely to leave federal service for another federal appointment under the following circumstances; the agency has a special need for the employee's services that makes it essential to retain the employee in his or her current position during a period of time before the closure or relocation of the employee's office, facility, activity, or organization.

(2) Retention incentives may be authorized for groups or categories of employees based on the Agency retention plan identifying the group or category of employees who would be likely to leave for a different Federal position before the closure or relocation of the employees' office, facility, activity, or organization and why it is necessary to retain these individuals.

c. Relocation Incentives- Authorized to current employees who must relocate to accept a position in a different geographic area if determined that the position would be difficult to fill absent the incentive.

(1) An employee receiving a relocation incentive must establish a residence in the new geographic location before payment of a relocation incentive. The residence may be established in several ways, including but not limited to the following:

- (a) Purchasing or renting of a home, apartment, or condominium;
- (b) Residing at a residence of a friend or family member; or
- (c) Temporarily residing at a hotel.

(2) The employee does not need to terminate an existing residence or physically move his or her family, household, and personal property to the residence in the new geographical location in order to receive a relocation incentive. For example, the employee could retain a residence of record in a different geographic area and live in the new duty location during the workweek.

(3) An employee who receives a relocation incentive must also maintain a residence in the new geographic location for the duration of the service agreement. A relocation incentive will be terminated for employees who fail to maintain a residence in the new geographic location throughout the term of the service agreement. Periodically throughout the term of the service agreement, employees may be required to provide proof of residence. Examples of proof of residence include a lease, proof of purchasing property, a utility bill, or a similar document to demonstrate that the employee still resides in the new location. This information can be requested at any time during the service period and will be provided to the requesting official.

d. Vacancy announcements must indicate whether a recruitment or relocation incentive may be authorized. A written determination to pay the incentive must be made before the candidate enters on duty in the position to which appointed or assigned.

e. Simultaneous payment of multiple incentive and concurrent recruitment, relocation, and retention service agreements are prohibited except as permitted by 5 CFR 575.205 (e), which states an agency may commence a relocation incentive service agreement during a period of employment established under a service agreement for a previously authorized retention incentive payments without a service agreement. The service period under such a relocation incentive service agreement, if applicable, must be fulfilled concurrently.

#### 7. Determining the payment method.

a. When determining the method of payment, the recommending official will take into account fiscal year budgetary considerations and whether the employee's total pay has reached the aggregate limit on pay in the calendar year in accordance with the limitations as defined.

b. Payment methods for recruitment and relocation incentives include:

(1) An initial lump-sum payment at the beginning of the service period required by the service agreement; or

(2) Installments throughout the service period required by the service agreement (if this option is selected, the timing of the installment payments must be specified); or

(3) A final lump-sum payment upon completion of the full service period required by the service agreement; or

(4) A combination of these payment methods for relocation and recruitment incentives.

c. Payment methods for retention incentives include:

(1) Installments after the completion of specified periods of service; or

(2) A final lump-sum payment upon completion of the full service period required by the service agreement.

8. Determining the percentage amount of the incentive.

a. In identifying the appropriate percentage and amount of the incentive, the intent is to produce an offer of compensation sufficiently competitive to attract or retain an employee. The following factors should be considered and addressed when determining the percentage amount of the incentive payment:

(1) The applicant's or employee's job, salary history and current salary (as documented by a wage and earnings statement) and total compensation earned, including benefits;

(2) The unique or high level of competencies of the employee or applicant;

(3) Budget constraints and limitations;

(4) The amount of incentive paid in similar cases (while each decision to pay an incentive must be made on a case-by-case basis, once the decision is made, the percentage amount of the incentive should be consistent with similar situations); and

(5) Any other pertinent factors influencing the determination (Labor Market).

b. The total amount of a recruitment or relocation incentive may not exceed 25% of the annual rate of basic pay of the employee at the beginning of the service period multiplied by the number of years in the service period not to exceed 4 years.

c. A retention incentive rate may not exceed:

(1) 25% of the annual rate of basic pay when authorized for an individual, or

(2) 10% when authorized for a group or category of employees.

d. The CHCO may request a waiver from OPM of the limitation on the maximum amount of a retention incentive for an employee (or group or category of employees) based on a critical agency need. The CHCO must determine that the employee or group of employees unusually high or unique qualifications are critical to the successful accomplishment of an important agency mission, project or initiative or projects related to national emergency or implementing a new law or critical management initiative.



9. Procedures for requesting recruitment, relocation, and retention incentives.

a. The recommending official initiates the request for the recruitment, relocation or retention incentive with the information, documentation, and justification as identified. Each request must be prepared in writing (electronic documents are acceptable), routed for approval through the appropriate reviewing and approving officials in the organization, and must include or address the following:

- (1) Position description;
- (2) Employee's resume (in the case of a current employee, statement from recommending official describing the employee's unique qualifications that make it critical to retain the employee);
- (3) Recommended amount and percentage of the incentive (see Section 7 above);
- (4) Salaries typically paid outside the Federal Government for comparable work;
- (5) Recent turnover in this and similar positions;
- (6) Employment trends and labor market factors that may affect the agency's ability to recruit for this and similar positions;
- (7) Description of recent efforts to fill the position, including recruitment sources used, and the acceptance rate resulting from recent efforts to fill the position;
- (8) The desirability of the duties, work and organizational environment and geographic location of the position or assignment;
- (9) The urgency of filling the position; and
- (10) In the case of retention incentives, a proposed employment contract or letter of offer from a prospective employer outside the executive, legislative, or judicial branch of the Federal Government, or a written statement by a higher-level official that the employee is likely to leave based on such evidence as personal knowledge that the employee is actively seeking outside employment, that competitive labor market conditions make it likely that efforts will yield positive results for the employee. Additionally, a retention incentive can be paid to an employee who would be likely to leave for a different position in the Federal service before the closure or relocation of the employee's office, facility, activity or organization to retain an employee critical to important agency mission and better meet strategic human capital needs.

b. The reviewing official reviews the request to ensure that funds are available for payment of the incentive. If the reviewing official recommends approval of the allowance request, the request will be forwarded to the HSSO or RA for concurrence.

c. If concurrence is received, the request is sent to the servicing HR officer to ensure compliance with governing regulation and policy. The servicing HR officer's optional comments on any additional factors that should be considered in determining whether to approve the request may be included. The request is then forwarded through the Director, Human

Resources Services to the CHCO for approval in coordination with the CFO or delegated representative.

d. If the request is approved, the servicing HR office will:

(1) Notify the applicant or employee and ensure that the applicant or employee signs a service agreement (appendix A, B, or C as applicable) before entry on duty, assignment to or retention in the position.

(2) Process the Request for Personnel Action (RPA/ SF52) for the appointment, and forward it to the Consolidated Processing Center with all supporting documents. Required remark P4 - Pay set using the superior qualifications and special needs pay-setting authority under 5 CFR 531.212, and enter Pay Rate Determinant (PRD) as "7" which indicates that the employee is hired at a pay rate above the minimum rate of the grade. *Note: PRD Code 7 is used only on the action that appointed the employee at a superior qualifications rate; code 0 or another appropriate code is used on actions subsequent to the appointment action.*

e. If the request is not approved by the approving official, the servicing HR office will advise of the reason(s) for not approving.

10. The service agreement.

a. Recipients of recruitment, relocation or retention incentive must sign a service agreement to complete a specified period of service for receipt of the incentive. Forms are available in the GSA forms library.

(1) GSA Form 3688 (5/2014) - Employee's Service Agreement for Receipt of a Recruitment Incentive.

(2) GSA Form 3689 (5/2014) - Employee's Service Agreement for Receipt of a Relocation Incentive.

(3) GSA Form 3690 (5/2014) - Employee's Service Agreement for Receipt of a Retention Incentive.

The period of employment established under any service agreement will be 12 months regardless of the incentive percentage.

b. A longer service period (*i.e.*, in excess of 12 months) may be authorized by the approving official when a determination is made that a longer period of service would benefit the agency (*e.g.*, substantial cost of the bonus based on the grade of the position). Any exceptions made must be applied consistently to all similar situations. Exceptions will be documented in writing and include the reason(s) for the determination.

c. The recipient of a relocation incentive must maintain a residence in the new geographic location for the duration of a service agreement.

d. A written service agreement is not required if the agency:

- (1) Pays the retention incentive in biweekly installments; and
  - (2) Sets each biweekly installment payment at the full retention incentive percentage rate established for the employee pursuant to 5 C.F.R 575.309(a).
- e. Annually, each HR office will provide to the recommending official a list of employees receiving retention incentive payments. Each case in which an employee is receiving a retention incentive payment will be reviewed by the recommending official to determine whether the payment is still warranted, and if it is still warranted, in the amount originally approved. If the incentive payment is still warranted, the recommending official will forward a memorandum to the designated reviewing official and then to the approving official for final approval. If the recommending official determines the retention incentive is no longer warranted, he or she will forward a memorandum to the designated reviewing and approving official stating that the incentive payment should not continue. The approving official will provide either a concurrence or non-concurrence for each case and forward it to the servicing HR Office for appropriate action. All final determinations must be made sixty days prior to the expiration of the incentive. The expiration of the incentive is one year from the effective date of the personnel action.
- f. If GSA has identified groups of similar positions (e.g., same occupational series, interdisciplinary positions, titles, or duties) that have been difficult to fill in the past or that are deemed likely to be difficult to fill in the future, and has made a determination to offer a recruitment incentive on a group basis, each decision to authorize a recruitment incentive for a group of similar positions must be reviewed annually to determine whether the positions are still likely to be difficult to fill. Each HR office will provide a list of covered occupations to the original recommending official to review and certify that the occupation should still be considered for a group recruitment incentive. The recommending official will provide their concurrence or non-concurrence to the reviewing official who will forward to the approving official for final approval. Once approved, the approving official will forward to the servicing HR office for appropriate action. All final determinations must be made sixty days prior to the expiration of the incentive. The expiration of the incentive is one year from the effective date of the personnel action.

11. Termination of a service agreement.

- a. The agency *may* unilaterally terminate a recruitment, relocation or retention service agreement based solely on management needs, e.g., when the employee's position is affected by a reduction in force; when there are insufficient funds to continue the planned incentive payments; when conditions no longer warrant payment at the level originally approved or at all; or when the employee is assigned to a different position (if the different position is not within the terms of the service agreement).
- b. The agency *must* terminate a recruitment or relocation service agreement, or terminate retention incentive payments, if an employee is demoted or separated for cause (i.e., for unacceptable performance or for misconduct); if the employee receives a rating of record of less than "Meets Performance Expectations" or its equivalent; or if the employee otherwise fails to fulfill the terms of the service agreement.
- c. The relocation service agreement of an employee who fails to maintain a residence at the new geographic location for the duration of the service agreement will be terminated.

d. The termination of a recruitment or relocation service agreement, or of retention incentive payments, are not grievable cannot be appealed.

e. The approving official who makes the determination to terminate the service agreement or incentive payments will notify the employee in writing when the incentive service agreement or incentive payments are terminated by the agency.

f. If the agency terminates a service agreement under subpar. a. of this section the employee is entitled to all recruitment incentive payments that are attributable to completed service and to retain any portion of a recruitment incentive payment he or she received that is attributable to uncompleted service.

g. If the agency terminates a service agreement under subpar b. of this section, the employee is entitled to retain recruitment incentive payments previously paid by the agency that are attributable to the completed portion of the service period. If the employee received recruitment incentive payments that are less than the amount that would be attributable to the completed portion of the service period, the agency is not obligated to pay the employee the amount attributable to completed service, unless the agency agreed to such payment under the terms of the recruitment incentive service agreement. If the employee received recruitment incentive payments in excess of the amount that would be attributable to the completed portion of the service period, he or she must repay the excess amount.

h. If an employee fails to reimburse the agency for the full amount owed under subpar f. of this section, the amount outstanding must be recovered from the employee under the agency's regulations for collection by offset from an indebted Government employee under 5 U.S.C. section 5514 and 5 CFR part 550, subpart K, or through the appropriate provisions governing Federal debt collection if the individual is no longer a Federal employee. However, the head of the agency may waive the debt under 5 U.S.C. section 5584.

12. Documentation and record-keeping. The records and documentation for 3Rs incentives will be maintained for a minimum of 2 years. These records must contain documents required outlined in this policy and 5CFR 575 Subparts A, B, C. This documentation will be made available for review upon request by OPM or authorized GSA Agency officials (e.g. as part of a Delegated Examining Unit audits and/or HR Office and program reviews) or to be provided in response to special requests from OPM or other oversight agency.

**APPENDIX A. GENERAL SERVICES ADMINISTRATION  
EMPLOYEE'S SERVICE AGREEMENT FOR RECEIPT OF A RECRUITMENT INCENTIVE**

1. I, \_\_\_\_\_ (Name of Employee), understand that in order for me to be paid a Recruitment Incentive under 5 U.S.C. § 5753 and 5 C.F.R. Part 575, Subpart A, I agree to complete a minimum period of \_\_\_\_\_ months of service with the General Services Administration beginning at the start of pay period # \_\_\_\_\_, effective \_\_\_\_\_ (date of appointment/assignment) and ending at the end of pay period # \_\_\_\_\_ on \_\_\_\_\_ (date)

2. The incentive payment will be in the amount of \$ \_\_\_\_\_, representing \_\_\_\_\_ % of my basic rate of pay.

3. The incentive will be paid to me in the manner specified below.

( ) a. As an initial lump-sum payment at the beginning of the service period required by the service agreement,

- OR -

( ) b. In installments throughout the service period required by the service agreement. (If this option is selected, the timing of the installment payments must be specified.)

- OR -

( ) c. As a final lump-sum payment upon completion of the full service period required by the service agreement.

-OR -

( ) d. As a combination of these payment methods. (Explain)

*Use this table for information required when using options b. or d. (attach additional pages as necessary).*

Installment Date	Installment Amount	Installment Date	Installment Amount	Installment Date	Installment Amount

4. I understand that an authorized agency management official may unilaterally terminate a recruitment incentive service agreement based solely on the management needs of the agency.

5. I understand that this service agreement will be terminated if I am demoted or separated for cause (*i.e.*, for unacceptable performance or for misconduct); if I receive a rating of record of less than "Meets Performance Expectations" or its equivalent; or if I otherwise fail to fulfill the terms of the service agreement.

6. I understand that if this service agreement is terminated based on a management determination under 5 CFR § 575.111(a) and section 4 of this document, I am entitled to receive all recruitment incentive payments that are attributable to completed service and to retain any portion of a recruitment incentive payment received that is attributable to uncompleted service.

7. I understand that if an authorized agency management official terminates this service agreement under 5 CFR § 575.111(b) and section 5 of this document, I may retain recruitment incentive payments previously paid by the agency that are attributable to the completed portion of the service period. If I received recruitment incentive payments that are less than the amount that would be attributable to the completed portion of the service period, the agency is not obligated to pay me the amount attributable to completed service, unless the agency agreed to such payment under the terms

of the recruitment incentive service agreement. If I received recruitment incentive payments in excess of the amount that would be attributable to the completed portion of the service period, I must repay the excess amount.

8. I understand that if I fail to complete the period of employment stated above in this agreement, for reasons unacceptable to the agency, I shall be indebted to the Federal Government and shall repay the bonus on a pro rata basis. The amount to be repaid shall be determined by providing credit for each full month of employment specified in the service agreement that is completed by me.
9. I understand that any amounts which may be due the agency as a result of any failure on my part to meet the terms of this agreement, which includes my receiving a rating of record of less than "Meets Performance Expectations" or its equivalent, may be withheld from any monies owed me by the Government, or may be recovered by such other methods as are approved by law.
10. I FURTHER UNDERSTAND that if I am involuntarily separated from the Federal Government, for reasons other than misconduct or unacceptable performance, I will not be required to repay monies for any unfulfilled period of time identified in item 1 above.

\_\_\_\_\_  
(EMPLOYEE'S SIGNATURE)

\_\_\_\_\_  
(DATE)

**GSA 3688 (REV. 5/2014)**

**APPENDIX B. GENERAL SERVICES ADMINISTRATION  
EMPLOYEE'S SERVICE AGREEMENT FOR RECEIPT OF A RELOCATION INCENTIVE**

1. I, \_\_\_\_\_ (Name of employee), understand that in order for me to be paid a Relocation Incentive under 5 U.S.C. § 5753 and 5 C.F.R. Part 575, Subpart B, I agree to complete a minimum period of \_\_\_\_\_ months of service with the General Services Administration beginning at the start of pay period # \_\_\_\_\_, effective \_\_\_\_\_ (date of appointment/assignment) and ending at the end of pay period # \_\_\_\_\_ on \_\_\_\_\_ (date) at \_\_\_\_\_ (insert duty station).
2. The incentive payment will be in the amount of \$ \_\_\_\_\_, representing \_\_\_\_\_ % of my basic rate of pay.
3. The incentive will be paid to me in the manner specified below:  
  
☐ a. As an initial lump-sum payment at the beginning of the service period required by the service agreement,  

- OR -

  
☐ b. In installments throughout the service period required by the service agreement. (If this option is selected, the timing of the installment payments must be specified.)  

- OR -

  
☐ c. As a final lump-sum payment upon completion of the full service period required by the service agreement.  

-OR -

  
☐ d. As a combination of these payment methods. (Explain)

*Use this table for information required when using options b. or d. (attach additional pages as necessary).*

Installment Date	Installment Amount	Installment Date	Installment Amount	Installment Date	Installment Amount

4. I understand that an authorized agency management official may unilaterally terminate a relocation incentive service agreement based solely on the management needs of the agency.
5. I understand that this service agreement will be terminated if I am demoted or separated for cause (*i.e.*, for unacceptable performance or for misconduct); if I receive a rating of record of less than "Meets Performance Expectations" or its equivalent; or if I otherwise fail to fulfill the terms of the service agreement.
6. I understand that if this service agreement is terminated based on management determination under 5 CFR § 575.211(a) and section 4 of this document, I am entitled to receive all relocation incentive payments that are attributable to completed service and to retain any portion of a relocation incentive payment received that is attributable to uncompleted service.
7. I understand that if an authorized agency management official terminates this service agreement under 5 CFR § 575.211(b) and section 5 of this document, I may retain relocation incentive payments previously paid by the agency that are attributable to the completed portion of the service period. If I received relocation incentive payments that are less than the amount that would be attributable to the completed portion of the service period, the agency is not obligated to pay me the amount attributable to completed service, unless the agency agreed to such payment under the terms of the relocation

incentive service agreement. If I received relocation incentive payments in excess of the amount that would be attributable to the completed portion of the service period, I must repay the excess amount.

8. I understand that if I fail to complete the period of employment stated above in this agreement, for reasons unacceptable to the agency, I shall be indebted to the Federal Government and shall repay the bonus on a pro rata basis. The amount to be repaid shall be determined by providing credit for each full month of employment completed by me.
9. I understand that any amounts which may be due the agency as a result of any failure on my part to meet the terms of this agreement, which includes my receiving a rating of record of less than "Meets Performance Expectations" or its equivalent, may be withheld from any monies owed me by the Government, or may be recovered by such other methods as are approved by law.
10. I understand that if I fail to maintain a residence in the new geographic location for the duration of a service agreement, the service agreement will be terminated.
11. I FURTHER UNDERSTAND that if I am involuntarily separated from the Federal Government, for reasons other than misconduct or delinquency, I will not be required to repay monies for any unfulfilled period of time identified in item 1 above. In addition, I understand that this also applies to a relocation incentive when the Administrator determines in writing that it is necessary to relocate me again to a position in a different commuting area.

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(EMPLOYEE'S SIGNATURE)

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(DATE)

GSA 3689 (REV. 5/2014)



**APPENDIX C. GENERAL SERVICES ADMINISTRATION  
EMPLOYEE'S SERVICE AGREEMENT FOR RECEIPT OF A RETENTION INCENTIVE**

1. I, \_\_\_\_\_ (Name of Employee), understand that in order for me to be paid a Retention Incentive under 5 U.S.C. § 5754 and 5 C.F.R. Part 575, Subpart C, I agree to complete a minimum period of \_\_\_\_\_ months of service with the General Services Administration beginning at the start of pay period # \_\_\_\_\_, effective \_\_\_\_\_ (date of appointment/assignment) and ending at the end of pay period # \_\_\_\_\_ on \_\_\_\_\_ (date).
2. The incentive payment will be in the amount of \$ \_\_\_\_\_, representing \_\_\_\_\_ % of my basic rate of pay.
3. The incentive will be paid to me in the manner specified below:  
  
( ) a. in installments after the completion of specified periods of service\*; or  
  
( ) b. as a single lump-sum payment upon completion of the full service period required by the service Agreement

*\*Use this table for information required when using options b. or d. (attach additional pages as necessary).*

Installment Date	Installment Amount	Installment Date	Installment Amount	Installment Date	Installment Amount

4. I understand that an authorized agency management official may unilaterally terminate a retention incentive service agreement based solely on the management needs of the agency.
5. I understand that this service agreement will be terminated if I am demoted or separated for cause (i.e., for unacceptable performance or for misconduct); if I receive a rating of record of less than "Meets Performance Expectations" or its equivalent; or if I otherwise fail to fulfill the terms of the service agreement.
6. I understand that if this service agreement is terminated based on management determination under 5 CFR § 575.311(a) and section 4 of this document, I am entitled to retain any retention incentive payments that are attributable to completed service and to receive any portion of a retention incentive payment received that is owed by the agency for completed service.
7. I understand that if an authorized agency management official terminates this service agreement under 5 CFR § 575.311(b) and section 5 of this document, I may retain retention incentive payments previously paid by the agency that are attributable to the completed portion of the service period. If I received retention incentive payments that are less than the amount that would be attributable to the completed portion of the service period, the agency is not obligated to pay me the amount attributable to completed service, unless the agency agreed to such payment under the terms of the retention incentive service agreement.
8. I understand that if I fail to complete the period of employment stated above in this agreement, for reasons unacceptable to the agency, I shall be indebted to the Federal Government and shall repay the bonus on a pro rata basis. The amount to be repaid shall be determined by providing credit for each full month of employment completed by me.
9. I understand that any amounts which may be due the agency as a result of any failure on my part to meet the terms of this agreement, which includes my receiving a rating of record of less than "Meets

Performance Expectations” or equivalent, may be withheld from any monies owed me by the Government, or may be recovered by such other methods as are approved by law.

10. I FURTHER UNDERSTAND that if I am involuntarily separated from the Federal Government, for reasons other than misconduct or delinquency, I will not be required to repay monies for any unfulfilled period of time identified in item 1 above.

\_\_\_\_\_  
(EMPLOYEE'S SIGNATURE)

\_\_\_\_\_  
(DATE)

**GSA 3690 (REV. 5/2014)**

## APPENDIX D: Incentives Decision Logic Table

### Recruitment, Retention, and Relocation Incentives (3Rs)

Mission Critical Occupations	Grades	Level of Experience
<b><u>Acquisitions-</u></b> 1101-Business and Industry Series (mrkt value 56,000-86,000) 1102-Contracting Series (mrkt value 74,000-95,000) 1104-Property Disposal Series (mrkt value 52,000-71,000) 1105-Purchasing Series (mrkt value 50,000-68,000)	Grades 09-11 (Entry Level)  Grades 12-13 (Mid-Career Level)  Grades 14 & above (Senior Level)	Entry Level (1-5 years)-up to 10%  Mid-Career (5-10 years)-up to 15%  Senior (11-15 years)-up to 20%
<b><u>Financial Management-</u></b> 501-Financial Administration & Program Series (mrkt value 49,000-69,000) 505-Financial Management Series (mrkt value 73,000-108,000) 510-Accounting Series (mrkt value 61,000-81,000) 560-Budget Analysis Series (mrkt value 58,000-85,000) 1160-Financial Analysis Series (mrkt value 56,000-81,000)	Grades 09-11 (Entry Level)  Grades 12-13 (Mid-Career Level)  Grades 14 & above (Senior Level)	Entry Level (1-5 years)-up to 10%  Mid-Career (5-10 years)-up to 15%  Senior (11-15 years)-up to 20%
<b><u>Information Management-</u></b> 391-Telecommunications Series (mrkt value 56,000-83,000) 2210-Information Technology Management Series (mrkt value 32,000-72,000)* *market value varies based on the expertise within the IT Management Series	Grades 09-11 (Entry Level)  Grades 12-13 (Mid-Career Level)  Grades 14 & above (Senior Level)	Entry Level (1-5 years)-up to 10%  Mid-Career (5-10 years)-up to 15%  Senior (11-15 years)-up to 20%
<b><u>Property Management-</u></b> 1176-Building Management Series (mrkt value 40,000-109,000)	Grades 09-11 (Entry Level)  Grades 12-13 (Mid-Career Level)  Grades 14 & above (Senior Level)	Entry Level (1-5 years)-up to 10%  Mid-Career (5-10 years)-up to 15%  Senior (11-15 years)-up to 20%
<b><u>Realty Management</u></b> 1170-Realty Series (mrkt value 49,00-159,000) 1171-Appraising Series (mrkt value 59,000-102,000)	Grades 09-11 (Entry Level) Grades 12-13 (Mid-Career Level)  Grades 14 & above (Senior Level)	Entry Level (1-5 years)-up to 10% Mid-Career (5-10 years)-up to 15%  Senior (11-15 years)-up to 20%

**Footnotes**

1. GSA is held to 2010 spending levels for incentives based on OMB memorandum M-14-02 dated November 13, 2013
2. Market Values are based on National Average range for mid-career associates and are subject to change yearly
3. Grades below grade GS 09, managers should consider the use of Student Loan Repayment Program rather than 3Rs incentives
4. Student Trainee and Technician positions are not included in this chart